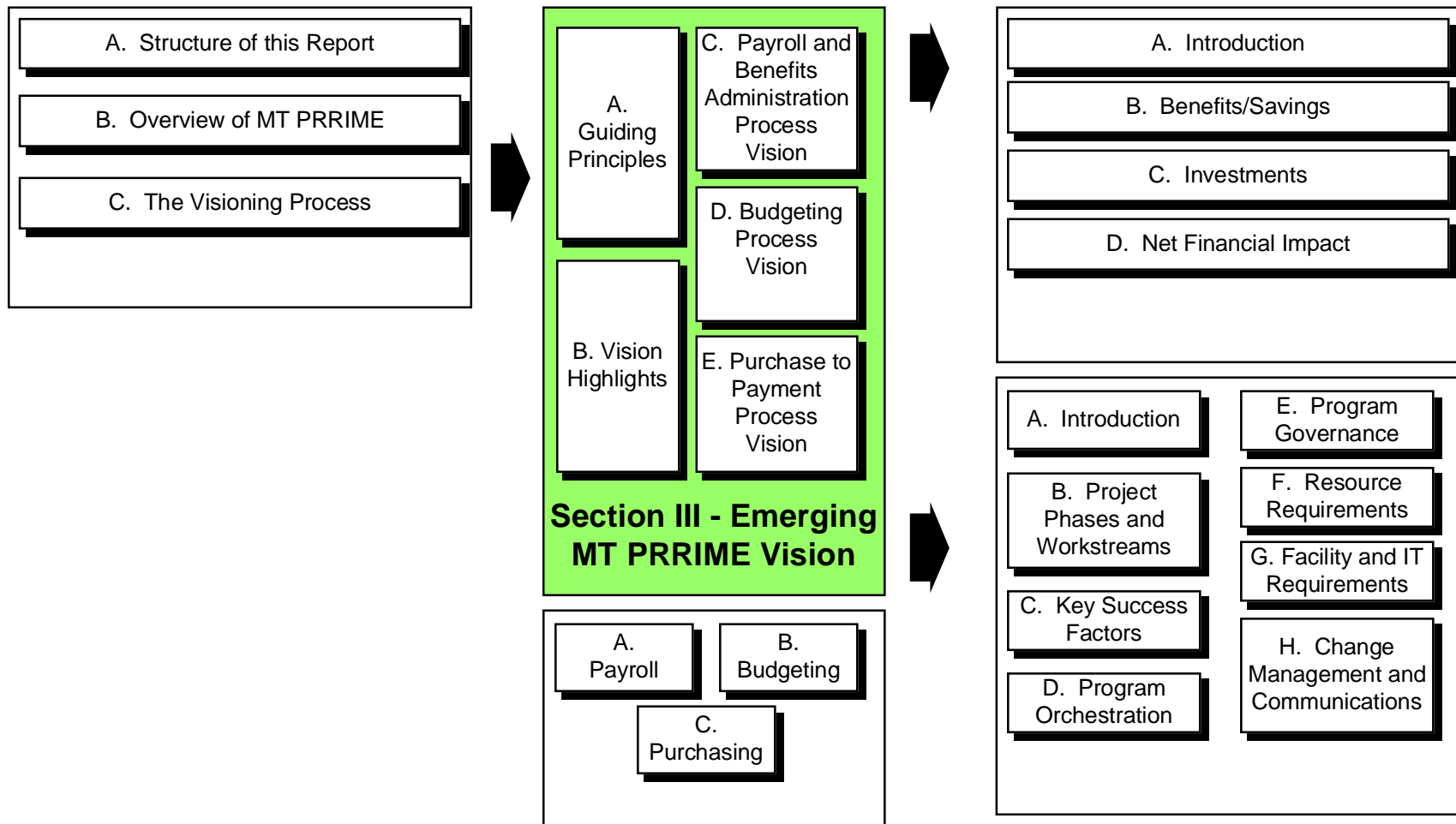


Section III - MT PRRIME Vision

Section I - Executive Summary





Introduction

- This section presents the vision elements and significant implications that are common to the three process areas.
- As the implemented system will be integrated, an understanding of the common aspects of the vision will provide important guidance for additional visioning and future implementation efforts. A high degree of interdependence between many of the Administrative Processes also necessitates integration.
- This section also presents the highlights of the visions for the selected process areas. Additional detail on these visions is provided in the Appendices.



A. Guiding Principles

A number of principles were developed as part of the *Project to Reengineer the Information Management Environment*, dated December 16, 1996. The visions for each process area have been tested against these principles to ensure consistency and compatibility.

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| Function <ul style="list-style-type: none">• Flexible, adaptable information systems;• Comprehensive, robust functionality;• Integrated functionality;• Advanced reporting capabilities;• Responsive to the needs of agencies and other users;• Consistent statewide information for analysis and reporting;• Incorporates best business practices;• Both commercial and public sector attributes and capabilities; and,• Performance measurement capability. | Operations <ul style="list-style-type: none">• Easily integrated and interfaced with operational systems;• Easily upgraded;• Low cost maintenance;• Inexpensive to operate; and,• Easy to learn and use. |
| Access <ul style="list-style-type: none">• Shared systems, common across Government;• Broad accessibility to stakeholders (e.g., Public, suppliers, employees); and,• Supports single point of data entry at source. | Technology <ul style="list-style-type: none">• Certain processes affected by the Year 2000 need to be addressed by January, 1999;• Consistent with established standards;• Open systems compliant; and,• Supports diverse technology base. |



A. Guiding Principles

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|--|---|
| Organization <ul style="list-style-type: none">• User organization structures consistent with new technologies;• Information technology support organizations for widely distributed, accessible systems;• Different governance models for shared systems;• Team-driven work structures;• Process-oriented organization structures; and,• More commercial performance measures and monitoring. | People <ul style="list-style-type: none">• Commercial, competition-oriented business skills;• Skills for management of new technologies;• Positions and jobs consistency check for the emerging MT PRRIME vision; and,• Greater contingent work force (part-time, contracted, temporary). |
| | Policies <ul style="list-style-type: none">• Shifts towards self-enforcement;• Streamlining and rationalization;• Embedded in systems to facilitate enforcement;• Greater flexibility in implementation; and,• Compliance with legal requirements. |

These principles provided a starting point and consistency check among the selected process visions.



B. Vision Highlights

This section presents the vision elements and significant implications that are common to the three process areas.

- A shift from control to empowerment and accountability.
- Enhanced customer focus.
- Increased efficiency and consolidation of transaction processing.
- Enhanced value-added services from administrative service organizations.
- Management of risk by exception rather than avoidance of all risk.
- Agency responsibility for the management of their operations, within a strengthened and consistent statewide administrative framework.
- Process improvement changes extending across all agencies.
- Significant improvements to the information technology infrastructure.
- Integrated information that facilitate better decision-making.



B. Vision Highlights

A shift from control to empowerment and accountability.

| VISION ELEMENTS | IMPLICATIONS |
|--|---|
| <ul style="list-style-type: none">• Employees will be empowered to make decisions within clearly defined and consistent boundaries.• Signing authorities will be raised to provide employees with the necessary dollar limits or approval levels to make the decisions required in their positions.• The number of approvals will be significantly reduced to only those that are necessary for legal or audit purposes or those that add value to the process.• There will be an enhanced focus on performance and less effort spent on micromanagement.• Performance will be tracked and those responsible will have a greater accountability for results. | <ul style="list-style-type: none">• Implementation should be time phased to ensure that changes to the process coincide with the ability of employees to assume different types and levels of accountability.• Requirement to enroll employees in implementation to gain acceptance.• Sufficient and appropriate investments in training and education are required.• Policy changes are necessary to increase approval levels or dollar limits. |



B. Vision Highlights

Enhanced customer focus.

| VISION ELEMENTS | IMPLICATIONS |
|---|---|
| <ul style="list-style-type: none"> • One point of contact for information and services. • Expert advice and service levels that emphasize speed and accuracy. • Self-service where appropriate supported by easy access to online data within a user-friendly environment. • Harmonized organization policies that provide fair and equal treatment of customers independent of their organization. • Flexible systems that provide customers with information which is accurate, timely, and in the right format. • Service providers and vendors who are directly linked with the State's systems for easier, faster and more accurate payments exchange. | <ul style="list-style-type: none"> • The State's infrastructure and organization design will have to be designed to support one point of contact for services. • The State will have to ensure its employees have the skills that are required to provide expert advice and service levels. • Accessibility to systems will need to be defined to address security issues. • Policy changes will need to be made to reflect a statewide perspective. • Systems design will need to be modular and supported by data mining tools. • The State will need to support EDI and EFT capability as well as encourage external parties to participate. • Guidelines will need to be established to optimize payment discount options. |



B. Vision Highlights

Increased efficiency and consolidation of transaction processing.

| VISION ELEMENTS | IMPLICATIONS |
|---|---|
| <ul style="list-style-type: none">• Data will be entered at the source.• Data will be processed and consolidated within an integrated system, rather than at the agency level.• Transaction processing will occur within a single centrally management system to take advantage of economies of scale.• Accurate data will be easily accessible by those who require it, when they require it. | <ul style="list-style-type: none">• Acceptance on the part of agencies that centralized processing of data does not equate to any loss of control over or access to the data.• Accessibility will need to be defined to address security issues. |



B. Vision Highlights

Enhanced value-added services from administrative services organizations.

| VISION ELEMENTS | IMPLICATIONS |
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| <ul style="list-style-type: none">• In most cases, agencies will have generalists who provide support in the various process areas.• Specialists will be part of a central organization but may be colocated with client organizations based on needs related to volume or complexity.• Specialist support can be leveraged and used to support agency generalists on a statewide basis. | <ul style="list-style-type: none">• Over time, Administrative Services process areas will transform their role to one that supports centralized transaction processing, focuses on maintaining an efficient process infrastructure and provides valuable advice and expertise to agencies.• In some cases, the establishment of a shared services organization will provide a single point of support for all State agencies.• Organizational structure adjustments and resource allocation may be necessary.• Additional training will be required. |



B. Vision Highlights

Management of risk by exception rather than avoidance of all risk.

| VISION ELEMENTS | IMPLICATIONS |
|---|--|
| <ul style="list-style-type: none"> Processes will be designed to be th Risk will be managed based on probabilities and magnitude of risks. In many cases, the system will have built in controls that will establish acceptable ranges of data. Where possible, only th | <ul style="list-style-type: none"> Cultural change is necessary to support a risk management perspective and review/ approval of information by exception. A deeper understanding of risk and impacts is required. Stakeholders such as the Public and the Legislature will need to become aware of and accept the new approach to risk management. |

• Understanding of probabilities.



B. Vision Highlights

Agency responsibility for the management of their operations, within a strengthened and consistent statewide administrative framework.

| VISION ELEMENTS | IMPLICATIONS |
|---|---|
| <ul style="list-style-type: none"> • Agencies will continue to have the authority to make decisions on how to manage their resources. • Administrative Services organizations will be responsible for establishing an efficient and effective infrastructure, supported by appropriate policies that are applied statewide. • Administrative Services organizations will | <ul style="list-style-type: none"> • The requirement to clarify specific roles and responsibilities. • Acceptance by agencies to consistently apply policies and implement processes. Greater responsibility for the execution of the processes will be delegated to agencies which will be supported by investments in training and any relevant changes in classifications. |



B. Vision Highlights

Process improvement changes extending cross all agencies.

| VISION ELEMENTS | IMPLICATIONS |
|---|--|
| <ul style="list-style-type: none"> • Successful implementation of the visions will require harmonized processes across State agencies. • High degree of consistency of policies and administration will be required to effectively operate an enterprise-wide system across the State. • Agency requirements will be built into the integrated system. | <ul style="list-style-type: none"> • Acceptance by agencies to consistently apply policies and implement processes. • The need to ensure the balance of agency needs are reflected in the new processes and system implementation. • The requirement to address the funding and maintenance of legacy systems. • There may be a requirement to |

systems that duplicate the
requirement to revise, amend or repeal statutes that do not support



B. Vision Highlights

Significant improvements to the information technology infrastructure.

| VISION ELEMENTS | IMPLICATIONS |
|---|--|
| <ul style="list-style-type: none"> • The use of paper will be significantly reduced and much of the work of employees within these processes will be conducted online and stored in the system, making the requirement for printing and filing paper copies redundant. • Entry of data will take place once, at the source of the data and the system will allow for edits online. This will result in timely information that is | <ul style="list-style-type: none"> • The need for EDI and EFT interfaces with vendors and banking institutions. • Closer relationships with vendors and banking institutions. • The requirement to integrate efforts and investments on a Statewide basis. • An increased impetus on vendors to demonstrate how they would address the State's requirements in the most efficient and effective way. |



B. Vision Highlights

Integrated information that facilitates better decision-making.

| VISION ELEMENTS | IMPLICATIONS |
|--|---|
| <ul style="list-style-type: none">• Decision support capabilities will be provided on the end-user desktop, including the capability to perform ‘what if’ analyses and develop scenarios.• Both ad hoc and standardized reporting will be available to support unique agency needs as well as to present consistent reporting that can be used to measure performance.• Information will be consolidated to present the complete picture to those that make decisions or need to be informed.• The integration of data from all sources will eliminate data duplication and redundancy.• Operational and program data will be linked to financial, human resource and asset management data so that program managers are supported in their decision-making.• Data and information sharing will be enhanced through greater connectivity. | <ul style="list-style-type: none">• The need to develop standardized reports that meet performance reporting requirements.• Making the appropriate linkages between program information and administrative services information.• Changes in processes to allow more time for analysis. |